

GOLF FOR ALL

THE NEXT CHAPTER



Strategic Plan
2027 – 2031

OUR VISION, MISSION, AND VALUES

VISION

Golf for All

MISSION

We positively shape lives by connecting people to golf experiences

VALUES

PASSIONATE – We bring energy to everything we do

ACCOUNTABLE – We do what we say and own our actions

RESPECTFUL – We celebrate differences and lead with kindness and empathy

UNITED – We succeed as a team through collaboration and communication

BRILLIANT – We never stop elevating



PILLARS AND STRATEGIES



MEMBERSHIP

GOAL: Membership Growth

- 1 Facility Membership
- 2 Golfer Membership
- 3 Regional Support

SPORT

GOAL: Expand Opportunities & Excellence

- 1 Participation
- 2 Junior Performance
- 3 Competitions

FINANCIAL SUSTAINABILITY

GOAL: Grow Income to Fuel Impact

- 1 Financial Strength
- 2 Fund Development
- 3 Corporate Partnerships

ORGANIZATIONAL CAPACITY

GOAL: Operational Excellence

- 1 People
- 2 Governance
- 3 Systems

Technology/Data

Equity, Diversity & Inclusion

ENABLERS

Fundamental tools or functions that are connecting mechanisms and growth accelerators across all Strategic Pillars and Strategies. Enablers are not standalone goals; rather, they create the conditions for success.

Marketing &
Communications

Strategic Relationships

Execute, Resource,
Promote, & Celebrate Model

MEMBERSHIP

GOAL: Membership Growth

This growth pillar focuses on strengthening our membership base by engaging with golfers on-course, off-course and year-round.

1 Facility Membership

- Recruit, retain, and support
 - on-course facilities
 - off-course facilities
 - golf groups
- Strengthen member services
- Ensure clear value of membership
- Alignment with Golf Canada

What Does Success Look Like?

We will have increased the number of member facilities and groups.

2 Golfer Membership

- Grow and retain golfer membership
 - club members
 - public golfers
 - iGolfers
- Improve membership pipeline
- Modernize member services
- Strengthening communication

What Does Success Look Like?

We will have increased total individual golfer members across all categories.

3 Regional Support

- Deliver a facility-led Regional Support
 - Partnerships
 - Programming support
 - Collaboration
- Data-driven engagement
- Strengthen local leadership
- Community impact and growth

What Does Success Look Like?

We will service member golf facilities across the province.

SPORT

GOAL: Expand Opportunities and Excellence

This growth pillar ensures golf in Ontario is accessible at every level, balancing broader participation opportunities with high-quality performance experiences.

1 Participation

- Expand programming
 - Youth
 - Women
 - Underserved populations
- Work with facilities and partners
- Reduce barriers and increase access
- Create welcoming entry points

What Does Success Look Like?

We will have increased the number of golfers participating in TRY, LEARN and PLAY programs across the province.

2 Junior Performance

- Deliver a junior development system
- Support athlete development
 - Introductory stage
 - Developing stage
 - Emerging stage
- Lead talent identification
- Ensure competitive exposure
- Provide access to support services

What Does Success Look Like?

We will have increased the number of competitive junior golfers in Ontario.

3 Competitions

- Deliver championships and qualifiers
 - Prioritize participant experience
 - Ensure volunteer engagement
 - Provide host club value
- Lead education and application of the Rules of Golf

What Does Success Look Like?

We will have increased the number of unique golfers participating in qualifiers and championships.

FINANCIAL SUSTAINABILITY

GOAL: Grow Income to Fuel Impact

This growth pillar ensures financial resilience to support long-term sustainability and strategic reinvestment in the sport

1 Financial Strength

- Strengthen Golf Ontario's financial position
- Optimizing core revenue centres
 - Membership
 - Sport programs
 - Fundraising
 - Partnerships
 - Grant
- Manage expense controls
- Maximize investment performance

What Does Success Look Like?

We will have increased annual revenue and will exemplify a strong growth trajectory of financial performance.

2 Fund Development

- Grow philanthropic revenue
 - Donor experiences
 - Donor stewardship
 - Fundraising events
 - Scholarships
- Support aligned community groups
- Partner with Golf Canada Foundation

What Does Success Look Like?

We will have increased fund development revenue with an established philanthropic brand (Golf For All).

3 Corporate Partnerships

- Grow corporate partner portfolio
 - Cash
 - Value-in-kind
 - Membership benefit partners
- Develop and retain partners
 - Prospecting
 - Fulfillment
 - Activations
- Uphold brand alignment standards

What Does Success Look Like?

We will have increased corporate partner revenue with a robust portfolio of value-aligned partners.

ORGANIZATIONAL CAPACITY

GOAL: Operational Excellence

**This is the foundational pillar that supports the success of the other pillars of the plan
allowing Golf Ontario to lead with confidence and agility**

1 People

- Maintain workforce engagement
 - Staff
 - Volunteers
 - Interns
 - Contractors
- Deliver clear HR structures
- Ensure team recognition
- Maintain legal compliance

What Does Success Look Like?

We will champion a highly engaged, diverse and high-performing workforce.

2 Governance

- Leader in Ontario amateur sports
- Strong board and committees
- Deliver clear Governance structures
 - Communication
 - Policy oversight
 - Compliance

What Does Success Look Like?

We will maintain an effective Board and Committees, strong policy oversight, and full Not-for-Profit compliance.

3 Systems

- Strengthen organizational systems and efficiencies
 - Risk management
 - Safe Sport oversight
 - Technology and data
- Physical infrastructure and assets
- Insurance

What Does Success Look Like?

We will maintain effective risk mitigation through the risk registry, IT infrastructure, physical assets, and insurance.

FROM PLAN

TO ACTION

With Confidence:

Clear guardrails for decision-making and prioritization, while allowing space for creativity, innovation and growth.

With Accountability:

Progress will be monitored against defined measures to ensure that the strategies translate into outcomes.

With Agility:

This plan is not static. We are committed to remaining agile and to making plan adjustments with transparency.

We Shape Lives By:

- Providing valuable member benefits that enhance the golfer experience
- Inspiring participation in golf through fun and inclusive ways
- Developing the next generation of junior athletes
- Delivering world-class championships and events